

GLACHE

Great Lakes Chapter
of the American College of Healthcare Executives

June 2015 / Volume 7 / Issue 2

ACHE VISION:

Be the premier professional society
for healthcare executives dedicated
to improving healthcare delivery.

ACHE MISSION:

To advance our members and
healthcare management excellence.

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

PRESIDENT'S REPORT



Dear GLACHE Members.

The warm weather and sunshine is finally here and I hope everyone is having a great start to the summer. The GLACHE Board and Committees are continuing to focus on providing chapter members with high

quality educational and networking opportunities. We have already had several fantastic educational sessions in 2015 with an upcoming 12 credit ACHE session in Grand Rapids on September 24 and 25 - Developing and Deploying a Hospital Business Intelligence Strategy That Works. This session is

presented by Steven H. Berger, CPA, FACHE, FHFMA, president, Healthcare Insights LLC and is the same education session taught at the ACHE cluster events. This and other GLACHE event information is available on our website: <https://greatlakeschapterofache.wildapricot.org/>

The Great Lakes chapter's focus is to assist in ACHE's mission to advance our members and healthcare management excellence. In order for the Great Lakes chapter to achieve this, it is critical for our members to continue their strong history of volunteering. We will soon begin nominations for the GLACHE board for the 2016-17 term. If you have questions about the board responsibilities and time commitment, please feel free to contact me.

If you are interested in joining a committee or learning more about the Great Lakes Chapter, please contact me at scott.newell@sparrow.org.

Scott Newell, FACHE, Sparrow Health System
GLACHE President



Expert Teams

Traditionally, “experts” in the field with individual knowledge have managed healthcare outcomes. With the rapid rate of new information and amount of data, it’s impossible for any one individual to know everything they need to achieve the best possible outcomes. For example, cardiologists used to be the “specialists.”

Now, cardiologists have cardiologists—general cardiologists refer to electrophysiologists and heart failure experts. It is essential to develop high performing, expert teams to improve health outcomes.

Highly functional teams of experts are necessary to prevent medical errors that lead to death. In the Institute of Medicine’s 1999 landmark “To Err Is Human,” it was reported between 44,000 and 98,000 people lose their lives every year in this country due to preventable medical error. Since then, many studies suggest the number is closer to 200,000 and up to 500,000 or more. If the CDC tracked the number of deaths due to preventable harm, it would rank somewhere between third and sixth.

The error rate of skill-based errors—those mental slips and lapses that can happen to anyone—is 1:1000. If two people on a team are both looking out for the same mental slip/lapse, the error rate is 1:1,000,000. The imperative: move from a loosely configured “team of experts” to a tightly coupled expert team. The challenge is figuring out how to build those skills within our organizations.

There are many takeaways from our own life experiences. High-functioning teams are everywhere—in sports, on a school project, and at work during an intense event. To speed up the learning curve, we need to learn from others’ experiences as if they were our own.

As healthcare executives, we are responsible for enabling and supporting our teams to be high performing. ACHE has several resources designed to assist in team development and strategy deployment. We can make a difference on the health outcomes – reducing harm and increasing quality and satisfaction - by working in high performing, expert teams.

Christina M. Freese-Decker, FACHE, Spectrum Health System
Regent for Michigan & Northwest Ohio

EDUCATION REPORT

The GLACHE Education Committee would like to thank all of our members who have attended our events this quarter. We have had one joint two-day session, co-programmed by GLACHE and MCACHE. The joint program was held on June 4 -5 at The Inn at St. John's in Plymouth, MI. This program was geared towards managing growth initiatives and offered 12.0 face-to-face credits with 47 participants in attendance. The GLACHE has offered 15.0 local face-to-face credits so far in 2015. Please look out for additional educational opportunities and upcoming events in 2015.

June 4 - 5, 2014 (Plymouth)

- Growth in the Reform Era: Build a Sound Structure for Managing Growth Initiatives (12.0 ACHE face-to-face credits)

June 15, 2015 (Petoskey)

- Feeding the Beast: Challenges of a Rural Secondary Services Hospital (Networking Event)

September 24 - 25, 2015 (Grand Rapids)

- Developing and Deploying a Hospital Business Intelligence Strategy that Works (12.0 ACHE face-to-face credits)

The Education Committee of the GLACHE is always looking for feedback on our programs and new ideas for educational sessions that we can bring to the healthcare leaders in Michigan. If you have any comments and/or suggestions, please feel free to email Kris Drake (krisdrk@gmail.com)

RECOGNIZING THE ACHIEVEMENTS OF OUR MEMBERS

We would like to recognize and commend the following chapter members for their recent accomplishments, as well as, welcome our new members to the Great Lakes Chapter in 2015.

Members Passing the Board of Governors Exam:

January: Marijo Snyder, MD
February: Michelle A. Chapie, FACHE
March: Joseph D. Bonello, FACHE
May: Kelly Dickens
Scott D. Dresden

Recertified Fellows (FACHE):

January:	Timothy J. Johnson, FACHE	Linda L. Lawton, FACHE
	Mitchell D. Leckelt, FACHE	David L. Moody, PhD, FACHE
	James M. Schlaman, FACHE	Stanley D. Sleight, FACHE
	Ginger Williams, MD, FACHE	
February:	Edward D. Banos, FACHE	Jeffery S. Lemon, FACHE

March: Diane S. Postler-Slattery, PhD, FACHE
April: Jean A. Anthony, FACHE

New Members

January:	Linda Dumore, RN Joe Johnson Jr., RN Phoebe Omolo Kimberly M. Speese	Alex Homkes Alan L. Kranzo Elizabeth Smith Clay Spragg
February:	James W. Buffa Amy Dodd DeAndre James Jennifer Wolf, RN	Michele L. DeSmet Lauren M. Ibrahim Robert P. Sturza
March:	Paul Baranowski Ridge J. Boedeker Kimberly L. Costello Katherine Dodson Kris P. Kurtz Bridget Menzel Jeanne L. Roode, PhD, RN Todd Thomasson	Sonja Beute Brittany Bogan Kundana Roy Divi Melissa Gietzen Alexandria Lueth Lisa S. Powell Dana Snider
April:	Nausherwan R. Ansari Marlene Holstine Lisa A. Morrill Tamara VanderArk-Potter	Matthew J. Campbell William McGahan Alyson M. Sundberg
May:	David Duffey McKallie Quirk Adam Stephens Tammy Clausen Jessica M. Rabideau	LaMontre Harris Kurtis Smitko Huynh Wynn Tran Kisha McPherson

ARTICLES OF INTEREST

Employee Engagement During Conference Calls

Conference calls are commonplace in many organizations across the world. However, they aren't always popular among employees, who may sometimes work on other tasks instead of focusing on the conversation at hand. Below are guidelines to maximize time and productivity in setting up a call.

Allow for Limited Involvement

Be selective about those you invite—not every team member needs to be part of the call. Also, allow employees to leave the call early if they have pressing deadlines or are not needed for the remainder of the call.

Make Use of Video

Video calls can be more engaging than those held by phone. The ability to hold eye contact is a

strong way to engage others. Participants can view each other's reactions and body language and then respond accordingly. And with video, you will be able to monitor everything that is going on.

Train Employees in Technology

Whether you're meeting via a video or phone conference, you need to make sure both you and your employees understand the technology being used so that they feel as comfortable in participating as possible. Doing so will eliminate disengagement and boredom caused by confusion and frustration.

Limit Telecommunication

Although setting up conference and video calls is simple and effective, it also is imperative to meet face to face with your employees. Limit these calls to issues that need the whole team's input and those where a final decision can arise by the end of the call.

—Adapted from Communication Solutions April 2015 newsletter, www.communicationbriefings.com

12 Things Successful Leaders Never Tolerate

Tolerance, for the most part, is an excellent trait. Accepting difference enriches both lives and organizations. However, there are some aspects of life that should never be tolerated, most importantly because they can tear down your success. Start by making the below list intolerable both for you and those around you.

1. *Dishonesty.* Living honestly brings peace to you and others. Dishonesty places a false reality on your life and is an easy way to bring down success.
2. *Boredom.* It tends to be the case that successful people are usually exploring something new. Life is too short to be inactive and remain in your comfort zone. Get out there and do something you've never done before.
3. *Mediocrity.* Settling for less is a huge temptation, and one that is easy to take. What makes people stand out is their willingness to strive for more and make tough decisions that can lead to a life of greatness.
4. *Negativity.* Every negative thought you have keeps you from being your best. If you hear yourself complaining either out loud or to yourself, find a way to shut it down and bring out the best in any situation.
5. *Toxicity.* Whether at work or at home, a toxic environment can leave you feeling ill. If something doesn't feel right, makes you tired or fills you with dread, either cut it loose or brainstorm ways to improve upon the situation.
6. *Disorganization.* Clutter and disorder cause stress and affects your emotional and mental well-being. Get rid of what you don't need and keep everything else where it belongs. Come up with an organizational system that works for you and stick to it.
7. *Unhealthiness.* Unhealthy food, relationships, habit—unhealthy anything—affects every aspect of your life. Remind yourself you deserve better and then give yourself better. Consciously make the decision that is healthiest for you.

8. *Regret.* Regrets are a fact of life, but dwelling on them will only bring you down. Find peace with yourself that whatever happens happens. Learn from it, right whatever you can—and then leave it behind.
9. *Disrespect.* Relationships are vital for success and respect is vital for relationships. Disrespect, no matter the form or who it may be directed toward, is one of the most destructive forces you can harbor. While cliché, it's important to think of the Golden Rule: Treat others how you would want to be treated.
10. *Distrust.* This can be bred through a succession of tiny compromises over time, so be mindful. Focus on growing your own integrity and surround yourself with others who do the same.
11. *Anger.* Anger is something none of us can avoid, and used positively, it can motivate you to action. But holding onto it is paralyzing and accomplishes nothing. Learn to direct anger toward problems, not people, and then work to get over the thing that made you angry in the first place.
12. *Control.* There are some things you will never be able to control. Focus your energy on what you can and learn to let go of the rest.

—Adapted from “12 Things That Successful Leaders Never Tolerate,” by Lolly Daskal www.inc.com

ACHE WEBSITE RESOURCES

Each year the GLACHE strives to put together a line-up of high value education sessions that provide our members with critical information to make us more informed and position ourselves for future career success. One of the most requested topics from our members is professional development and career management. In addition to our GLACHE sessions focused on HR, the ACHE has many resources that members can utilize for career services, including ACHE's Career Resource Center and Job Center.

ACHE CAREER RESOURCE CENTER

In the Career Resource Center, there are resources that focus on career transition, mentoring and networking, coaching, students and early careerists, as well as a career management learning module. The direct link to the Resource Center is:

<http://www.ache.org/newclub/career/CARINT/intro.cfm>



ACHE'S JOB CENTER

The job center allows you to post your resume, receive job alerts for those positions matching your criteria, and to openly search for Healthcare jobs. In addition, you can also learn about resume review/critique services offered through the ACHE. The job center can be located at:

<https://www.ache.org/career.cfm>.

NATIONAL NEWS

Apply for the Thomas C. Dolan Executive Diversity Program by July 2

The deadline to apply for the 2016 Thomas C. Dolan Executive Diversity Program is Thursday, July 2.

During this year-long program scholars will benefit from specialized curriculum opportunities addressing barriers in career attainment and developing executive presence, one-on-one interaction with a specially selected mentor and participation in formal leadership education and career assessments. Enhanced self-awareness, critical leadership skills and an expanded network of leaders will help prepare scholars to ascend to C-suite roles in hospitals, health systems and other healthcare organizations.

Visit ache.org/ExecutiveDiversity for more information or to apply. Please direct any questions about the Thomas C. Dolan Executive Diversity Program to Terra L. Levin, FACHE, CAE, regional director, at tlevin@ache.org or (312) 424-9329.

The Foundation of ACHE's Fund for Innovation in Healthcare Leadership is accepting donations to the Thomas C. Dolan Executive Diversity Program. Gifts—no matter the amount—will help shape the future of healthcare leadership. Visit ache.org/Innovation to make a donation.

New Video Details ACHE's Strategic Plan

A video revealed during ACHE's annual Congress on Healthcare Leadership detailed ACHE's 2015–2017 strategic plan. The organization adopted the plan to ensure its ongoing value in today's rapidly changing healthcare environment. Based on input from members, chapter leaders and Regents, the ACHE Board of Governors created the plan to direct the organization's focus during the next three to five years.

Watch the [highlight video](#) and read more about [ACHE's 2015–2017 Strategic Plan](#).

Apply for Fellow Now Through June 30 and Save \$200 on Exam Fee

ACHE is pleased to once again offer the Board of Governors Exam fee waiver promotion to ACHE Members who apply for the FACHE credential between March 1 and June 30. Members must submit their completed Fellow application and \$250 application fee during the promotion period. Pending application approval, ACHE will waive the \$200 Board of Governors Exam fee. All follow-up materials (i.e., references) must be submitted by Aug. 31 to receive the waiver. For more information on the promotion, go to ache.org/FACHE.

Exam Online Community Offers a Complimentary Interactive Learning Platform

Members preparing for the Board of Governors Examination can access the Exam Online Community as a complimentary and supplementary resource that can boost their confidence and help them succeed. The online community is an interactive platform to learn and glean study tips from other Members taking the Exam. Plus, there is the opportunity to discuss Exam topics with experts for a higher level of understanding and the option to participate in study groups. Interested Members can join the Exam Online Community at bogcommunity.ache.org.

ACHE Launches New Social Media Accounts

ACHE has expanded its social media presence once again by relaunching its Facebook and Twitter pages. We will now share news about healthcare management and insight from our organization year-round, in addition to news related to the annual Congress on Healthcare Leadership. ACHE will post on topics relevant to healthcare leaders and share the organization's content and resources for members and events happening within AChE.

Join ACHE's more than 4,000 fans on Facebook by "liking" the [American College of Healthcare Executives page](#). You can also follow ACHE on Twitter at our recently relaunched account, [@ACHEConnect](#).

Healthcare Consultants and Physician Executives Forum Education Programs

The [Physician Executives Forum](#) and [Healthcare Consultants Forum](#) provides added value to physician executive and healthcare consultant members via tailored resources to meet these groups' unique professional development needs. A one-day education program is a cornerstone benefit of both Forums that offers an affordable learning and networking opportunity. Dates and location for these programs are as follows:

Healthcare Consultants Forum Education Program

Sept. 11, 2015

Hyatt Regency O'Hare

Rosemont, Ill.

More details available at ache.org/HCTProgram

Physician Executives Forum Education Program

Oct. 10, 2015

Hyatt Regency Washington on Capitol Hill

Washington, D.C.

More details available at ache.org/PEProgram

Tuition Waiver Assistance Program

To reduce the barriers to ACHE educational programming for Members experiencing economic hardship, ACHE has established the Tuition Waiver Assistance Program.

ACHE makes available a limited number of tuition waivers to Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Those in career transition are also encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Education Programs
- Online Tutorial (Board of Governors Exam preparation)
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, except for ACHE self-study courses; see quarterly application deadlines on the FAQ page of the tuition waiver application. Incomplete applications and those received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision no less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline.

If you have questions about the program, please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or tsomrak@ache.org. For more information, visit ache.org/Tuitionwaiver.

2015 Fund for Innovation in Healthcare Leadership Education Programs

The 2015 ethics program, "An Ethical-Basis Move from Volume to Value," will be led by William Nelson, PhD, HFACHE, associate professor of community and family medicine, The Dartmouth Institute for Health Policy and Clinical Practice and the Department of Psychiatry at the Geisel School of Medicine at Dartmouth. Offered in conjunction with ACHE's New York City Cluster on Aug. 7, this half-day session will explore effective, intentional and practical ways for healthcare leaders to strengthen their organization's focus on making the best decision when moving from volume- to value-based care. A select panel of healthcare leaders including Theresa Edwards, FACHE, president, Sentara Leigh Hospital, Norfolk, Va.; Nicholas Wolter, MD, CEO, Billings (Mont.) Clinic; Deborah Zastocki, DNP, FACHE, president, Chilton Medical Center, Pompton Plains, N.J.; will react to Nelson's remarks and share experiences and lessons learned during changes within their organizations. Full details are available at ache.org/Ethics.

The 2015 innovations program, "Thriving in Today's Healthcare Marketplace: Preparing for Tomorrow's Payer and Purchaser Expectations," will be led by Andrew S. Cohen, senior vice president Kaufman, Hall & Associates, LLC. Cohen will share examples of new business models in today's healthcare environment. A panel of healthcare leaders also will share their new models, challenges and various considerations they have made during transitions. This half-day program will be offered on Sept. 11 at the Hyatt Regency O'Hare in Rosemont, Ill. Full details will soon be available at ache.org/Innovation.

Both programs qualify for ACHE Face-to-Face Education credits.

These programs are funded in part by ACHE's Fund for Innovation in Healthcare Leadership. Your contribution matters. For more information on the Fund for Innovation in Healthcare Leadership, and to donate today, visit ache.org/Innovation.

ACHE's 2015 Premier Corporate Sponsors

The American College of Healthcare Executives is proud to recognize and thank our 2015 Premier Corporate Partners. The funding ACHE receives from our Corporate Partners helps to support our high-quality programs. Please thank our Corporate Partners for their commitment to ACHE and helping us advance healthcare management excellence.

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2015–2017 Strategic Plan

At the November Board of Governors meeting, the Board approved the 2015-2017 Strategic Plan. In drafting the plan, ACHE reached out to members, chapter leaders and Regents, as well as newer segments of ACHE’s membership and thought leaders in the field, to learn how ACHE can best serve you in the rapidly evolving healthcare environment.

As changes in healthcare unfold, we will continue to offer top-notch educational programs as well as research, books, magazines and journals with insight from experts on topics that are vital to your success. We also will expand our 45,000-member community to include professionals from across the continuum of care, physician executives and other clinical leaders. In doing so, we will help prepare a new cadre of healthcare leaders. Together, we can provide greater value to our patients and communities.

ACHE will deliver innovative products and meaningful new solutions to keep you on the leading edge. Our 2014 professional development task force identified emerging competencies critical to healthcare leaders’ current and future success. As a result, ACHE will debut a number of new educational offerings this year on topics such as breakthroughs in value-based care models, population health management and leading in a changing environment.

New challenges and uncertainties test us as we work as a profession toward better health for all. ACHE is keeping a pulse on our environment, expanding resources and growing our community to help you meet those opportunities head on.

For detailed information on the plan, head [here](#).

Registration Open For 2015 IHF World Hospital Congress in Chicago

Together with the International Hospital Federation, the American College of Healthcare Executives and the American Hospital Association are pleased to joint host the [IHF 39th World Hospital Congress](#) in Chicago. The congress, “Advancing Global Health & Health Care,” will be held Oct. 6–8, 2015, at the Hyatt Regency Chicago.

The IHF World Hospital Congress is the world’s unique forum where decision makers from regional and national healthcare federations, hospitals and healthcare organizations are brought together to engage in dialogue and exchange experiences, ideas and knowledge on leadership best practices in hospital and healthcare management and delivery of services.

Conference sessions at the 2015 congress will focus on topics such as equity and access to care; patient and community engagement; quality and safety; innovation in healthcare delivery; and ethics. Attendees also will get a behind-the-scenes look at several leading Chicago-based healthcare organizations. Visit WorldHospitalCongress.org to learn more and register.

JOIN OUR GLACHE LINKEDIN GROUP

We will be using this group to communicate on upcoming educational seminars and other networking opportunities.

GVSU HPGSA FACEBOOK CONNECTION

<https://www.facebook.com/#!/pages/Healthcare-Professionals-Graduate-Student-Alliance/252539474779235>

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An Independent Chapter of



This newsletter is assembled and published by:
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**The Great Lakes Chapter of the American College of Healthcare Executives
Statement on Diversity and Inclusion**

The Great Lakes Chapter of the American College of Healthcare Executives (GLACHE) embraces diversity within the healthcare management field and recognizes that diversity as both an ethical and business imperative. The GLACHE values diversity and initiatives that promote diversity because they can improve the quality of the organization's workforce. The GLACHE also values and actively promotes diversity in its leaders and members because diverse participation can serve as a catalyst for improved decision making, increased productivity, and a competitive advantage.

Further, the GLACHE works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity or disability because an inclusive environment can enhance the quality of healthcare, improve hospital/community relations, and positively affect the health status of society. This priority is reflected in the chapter's various activities and initiatives.

The GLACHE is committed to promoting diversity and inclusion through the following activities:

Within the Chapter organization:

- The Chapter Nominating Committee is charged with assuring that the chapter board of directors is broadly representative of the chapter membership and with maintaining a diverse and inclusive chapter leadership
- The Great Lakes Chapter will endeavor to consider Diversity and Inclusion in all of its undertakings and committee/sub-committee structures within the spirit and intent of ACHE's ethical statement and standards.
- Each standing Board Committee in the Great Lakes Chapter will add at least one diversity goal to its annual performance agenda.
- Pursuant to its bylaws, the Great Lakes Chapter will tender non-voting Board Membership seats to each student organization, representing each AUPHA Healthcare Administrative Program in its geographical area.

Within the healthcare management field:

- Conduct at least one chapter educational event annually on the topic of diversity and/or inclusion.
- Publish at least one chapter newsletter article on diversity and/or inclusion annually.
- The Great Lakes Chapter will continue to recruit early careerists/students, and endeavor to build collaborative relationships with those professional healthcare organizations that represent minority or under-represented professionals in its area.
- The Great Lakes Chapter will endeavor to build collaborative relationships with and recruit members from non-traditional sectors of healthcare in its area (e.g. health plans, medical equipment vendors, etc.)

Approved by the Chapter Board:

6/13/14
Date


Great Lakes Chapter President – Scott Newell